DD/s 66-2249

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D D / S R E G I S T R Y

F I L E *Personnel 15*

25 April 1966

C/RD MEMORANDUM FOR: Professional Recruiters (FY 66-58)

SUBJECT   : Skill Bank Placement

1.   This memorandum is at this point advisory insofar as Placement Division is concerned, but it has action impact for Recruitment.

2.   I plan to start spending the bulk of my time at Headquarters Building (ext. ____ after 30 April, concentrating initially on revising our Placement procedures. I have some preconceived concepts to kick around and I shall welcome your recommendations in this regard.

3.   Essentially, what I have in mind trying is a Skill Banks approach that would realign the present Placement Team-Component relationship. I would hope to have this new approach in operation this Fall. Instead of servicing directorates, Placement will be <u>servicing candidates</u>.

4.   I would consider candidates as falling into one of three major groupings, Professional, Technical, or Clerical. I would see no change in the way your IR recommendations to CSB (nee CAB) are now being labeled. I would see the Chief and Deputy Chief, Professional and Technical Placement Branch as working members of their team, with the former managing Professional, the latter Technical placement.

5.   At this point, then, we would begin to build and operate a series of skill banks from which components would withdraw applicants and initiate security clearance. Rather than shopping files, Placement Officers would keep a running account of recruiter deposits (completed files of recommended candidates), component withdrawals, and cumulative balances (candidates still available to other components).

6.   An all too obvious example of one Technical Skill Bank would be the E.E. Skill Bank. All EE's would go into this one

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bank. This would have to be a drive-in bank, terraced so as to
offer three tiers of transaction windows, one for BSEE's, one
for MSEE's, and the third for Ph.D's and better. With a half
dozen or more components making continuous raids on the EE Bank,
sooner or later Placement has to determine and advise RD as to
just exactly how many EE applicants RD has to keep in the bank
to meet all demands, considering all the dropout factors, and
what have you.

7. By putting all EE files in one bank, we stand a better
chance of making a quick sale--so long as I'm mixing metaphors--
than by Placement "hunching" a file first to this component and
then to that component, while the candidate waits, and waits, and
waits for the "full consideration" of his application by "our
officials who would have primary interest in your qualifications."
In this category at least we would be doing away with the deadly
communication delays that leave RD dead in the field.

8. The EE is not a good example of what I'm driving at be-
cause they are all only all too marketable. It will do, however,
as an example of a skill of common concern; as a good example of
the candidate who should not be the procedural victim of the long
pause in selection that even now costs us EE EOD's; and as an ex-
cellent example of one Skill Bank that calls for special recruit-
ment tactics and deployment that dramatically emphasize the need
for their own invention.

9. Somebody has to mind the bank, of course, and keep the
customers in line. This would be the new-look Placement Officer.
He would be charged with daily accounting for every candidate
(name, rank, and serial number) deposited, withdrawn, or scorned.

10. I do indeed visualize component representatives coming
to Placement Division to make their selections. There are more
of them than there are of us, and we have been doing all the walk-
ing lo these many long years. And files have been staying down
in the components gathering dust and indecision until the candi-
date has wearied of wondering whether he is still a candidate or
a forgotten file. I think we can defend the management principle
that would keep applicant files in a central inspection area,
available at all times for the review of any component as against
nine components waiting for a file to make its way through the
first component that got its hands on it. I believe it will speed
up the bidding and move the case more rapidly toward its acceptance
or rejection destination.

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11. I visualize a vaulted Placement area that will accommodate one month's input of applicant files at any one time--round it off at 700--neatly banked in skill compartments, ready for review. Reviewers may have to make their decisions standing up. Desk and/or table space is at a premium in Headquarters, and, in any case, they can think faster on their feet. I say one month's input advisedly. I would consider any file entering the PD market place as being arbitrarily ticketed for acceptance or rejection within one month, and moving out of PD accordingly, to make room for a fresher file. I don't say I won't let Dr. Wheelon keep a file out overnight, but these instances will be so rare that PD will know without question where the file went, why, and when it is due back in the deck.

12. It seems to me (having never been a Placement Officer) that the Skill Bank system puts the onus on the Placement Officer to keep RD at all times advised as to when applicant files are running too low, too high (a truly wasteful recruitment practice that plagues us in the easy-to-come-by categories) or at just about the right level. The Placement Officer must always be looking six months into the future and tuning in Recruitment to what he predicts will happen if RD doesn't zig or zag as the case may be. As it stands now, nobody really tells Recruitment, in a timely fashion, what the trends portend. Placement will tell Recruitment, because Placement will be privy to ceiling, strength, attrition, and applicants in process; and the difference will determine requirements. I have said that Placement Officers will not be servicing directorates, they will be servicing candidates. They will be brokering skills, and the buyers will be representing themselves, directorate immaterial so long as they have a buyer's license--foreseeable vacancies falling within the rules of no ceiling - no sale.

13. Placement must be cut in completely on ceiling, losses, and gains; and be able, therefore, to establish recruitment input work-loads in all skill categories targeted in six-month cycles, revised monthly. How else can RD adjust its modus operandi to meet manpower input goals?

14. There will have to be a lot of living with this system, and sharpening of terms and skill categories before we have it clicking.

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15. For example, let's say Finance Division continues to encounter a deficit situation in its weekly visits to the Accountant Skills Bank--the Accountant Skills Bank being the depository of only those completed applicant files which satisfy the desired qualifications specifications set out in the FD requisition. This deficit situation can prevail only so long, of course, until FD is forced to examine its predicament in some depth. First, FD will, and should, demand of Recruitment Division that we get cracking. Fair enough. Show us your certified requirements. If there is anything RD would like more than a factual projection of firm requirements, you name it. Recruitment failures that are indeed failures can occur for one of two reasons: (1) there simply were not enough candidates to go around, or (2), there was no shortage of good candidates but Recruitment didn't get the word in time; we cannot EOD June graduates when the alarm that should have sounded in December was sounded the following April.

16. When a component's Skill Bank remains empty for any prolonged period we begin to get some pretty honest requirements to work on. So long as the Skill Bank shows a reasonably adequate applicant-file balance, however, Recruitment gets mumbo jumbo in lieu of requirements, and some components are better at it than others.

17. I'm not suggesting that we empty all Skill Banks and start off from scratch simply to keep components honest, or even requirements-conscious. Rather, I'm saying that in due course the Skill Bank system will surface requirements (in a timely fashion) that crystal balls cannot conjure up.

18. So goes my theory. But, let me go back and pick up Finance Division where we left it--with no candidates in the Accountant Skills Bank, that is, candidates of the Qualifications Desired caliber. FD screamed to RD, which set certain wheels in motion. But, FD has a more immediate source of relief, namely, turning to the B.B.A. Bank. This is a highly popular Bank which is patronized by Logistics, Security, OCR, ORR, China Ops, OCS and several other components content to look for ready cash in the form of required qualifications when their desired expectations begin to fade. FD will not find the purebred accountant in this storehouse, but it will find B.B.A.'s with a minor in accounting, or courses in accounting, or an interest in finance--as the FD

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requisition now reads. It may make a few selections here, and, for good measure, decide to shop awhile in the B.A. Economist Bank. This is "cushion" shopping against the contingency of RD running into rough going out on the Haskins and Sells circuit. FD has to have a fall-back position, as should every other component. The market just happens to be the market some years. In better years, and for certain skill categories in any year, our wish is the auctioneer's command.

19. This is a good time of year to put forth new concepts. It's late April and 3.22/4.0 candidates are being rejected on the one hand and 2.2/4.0's are considered late-blooming bargains on the other. I'm greatly encouraged, however, by the goodly number of candidates graduating in the next six weeks who are telling us they are willing to wait until 1 October to EOD. But that's a different subject; or is it?

20. Whether we start changing the system now or later (when I may have some better idea of what I'm talking about), I repeat: The Chief and Deputy Chief, Professional and Technical Placement Branch will be working members of their team. They, too, will be managing applicant files. As I see it, in order to get these Skill Banks into manageable categories, one will head up the Professional wing and the other Technical. Then, they can divide up the Placement Officers and specialize them in skillsmanship placement. I will define Professional as everything that isn't Technical. I will define Technical, as a starter, to embody those occupational categories set out in Office of Personnel Memorandum No. 20-31-8, dated 8 April 1966--plus Illustrators, Die sinkers, Leather Workers, Commo, and any others you or we decide to add to this list.

21. In launching this new system, you can be of special assistance to Placement by starting now to label your IR recommendations Headquarters Determination (Technical), Headquarters Determination (Professional), or Technical (Physicist), Professional (Economist), or, for that matter, Professional (Master's in Spanish, Minor in Geography). The latter candidate could go into one of a dozen different banks (CTP, WH Ops, OBI, DDP/Reports, [ ] etcetera); but, presumably, we would deposit this file in the bank that happened to be running a serious deficit. Essentially, by labeling IR recommendations by any of the above descriptions, you will be helping the mailman at least to decide whether he should turn right or left when he enters Skillsville. Nothing can
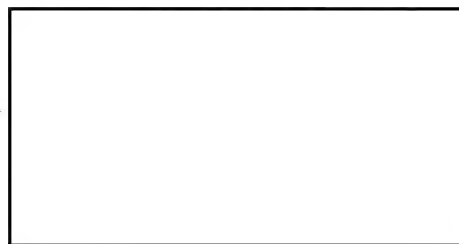
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be lost by starting these breakdowns now, regardless of when
we put Placement on a Skill Bank basis.

22. One more thought occurs to me, and it has to do with
rejects. As you know, rejections are often for reasons of a
seasonal surplus, rather than any shortfall in the candidate's
qualifications. These are the cases that kill us, six months
or one year later. We have ten good diesel engineer files on
hand and two vacancies. We hire two and turn down eight.
Six months later we need a diesel man. No files. No retrieval
technique. The automatic-retrieval system is being designed
for computer programming now, but the best guess has it coming
into being in two to three years. Whenever it becomes operative
it should pick up where the Placement Skill Banks leave off.
The skill bank breakdowns that Placement will be developing
and perfecting should provide the basic compartmented data for
coding rejects, precisely as though they are designed to be
ready-made new applicants who can be called up when needed.

23. Finally, to reiterate what I told the Western Re-
cruiters when they were here: We will work Correspondence in
double harness with Placement to keep the candidate informed;
and, Placement will cut SI actions on outstanding candidates
before component review and selection is invited. The only
hooker still has it that no cleared candidate will be given a
polygraph examination until Placement has found him a home. We
visualize very few homeless candidates resulting from OP exer-
cising this authority. On the positive plus side we visualize
flocks of fledglings being given a nest simply because they are,
thanks to OP and OS, field clean and ready for medical-polygraph
plucking. Color it progress.

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